

# US Army Ordnance Corps Hall of Fame Nomination

## NOMINATOR DATA

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### NOMINEE INFORMATION

**NOMINEE'S NAME:** Clifton Wayne Gray

**RANK/GRADE:** GS-13

**TITLE AT RETIREMENT:** Chief, Surveillance Division, Pueblo Army Depot Activity

**DATE AND PLACE OF BIRTH:** 15 May 1921, Sabula, Iowa

**DATE RETIRED:** January 1980

**DATE DECEASED:** 27 May 2008

### **SIGNIFICANT AWARDS, CITATIONS AND DECORATIONS:**

Meritorious Civilian Service Award, December 1979

### **SIGNIFICANT ASSIGNMENTS/POSITIONS:**

JUL 1946	JUL 1947	Ammunition Inspector, Okinawa, Japan
JUL 1947	JUL 1949	Ammunition Inspector, Savanna
AUG 1949	JUN 1952	Ordnance Depot, Romulus, NY
JUL 1952	OCT 1953	Deputy Chief, Surveillance Division, Black Hills Ordnance Depot, Igloo, SD
OCT 1953	JUL 1956	Chief, Ammunition Surveillance Division, Captieux Army Depot, Captieux, France
JUL 1956	JUN 1958	Deputy Chief, Ammunition Surveillance Division, Blue Grass Ordnance Depot, Richmond, KY

JUN 1958	JUN 1960	Chief, Ammunition Surveillance Division, Ikego Storage Depot, Ikego, Japan
JUL 1960	AUG 1962	Deputy Chief, Ammunition Surveillance Division, Letterkenny Ordnance Depot, Chambersburg, PA
AUG 1962	JUL 1964	Chief, Ammunition Surveillance Division, Black Hills Army Depot, Igloo, SD
JUL 1964	OCT 1964	Chief, Ammunition Surveillance Division, Camp Howard, Korea
OCT 1964	JUL 1965	Chief, Ammunition Surveillance Division, HQ, Eighth US Army, Seoul, Korea
JUL 1965	AUG 1969	Deputy Chief, Ammunition Surveillance Division, Pueblo Army Depot, Pueblo, CO
AUG 1969	AUG 1970	Senior QASAS, First Logistics Command, Long Binh, Vietnam
AUG 1970	JUL 1972	Chief, Ammunition Surveillance Division, Umatilla Army Depot, Umatilla, OR
AUG 1972	JUL 1977	Director, Ammunition Surveillance Directorate, Miesau Army Depot, Miesau, Germany
JUL 1977	JAN 1980	Chief, Ammunition Surveillance Division, Pueblo Army Depot Activity, Pueblo, CO

### **EDUCATION:**

**Civilian:** 1938 -- Miles High School, Miles, IA

**Military:** 1943 -- Ammunition Inspector School,  
Delaware Ordnance School  
Various Dates – Technical Ammunition  
Training at Ammunition School, Savanna  
Ordnance Depot, Savanna, IL

### **LIST OF POSSIBLE SOURCES OF INFORMATION ABOUT THE NOMINEE:**

Major General (Ret) Henry Harper, US Army  
COL (Ret) Thomas Tobin, US Army  
Mr. Larry Gullede, SES (Ret)

**SIGNIFICANT CONTRIBUTIONS TO U.S. ARMY ORDNANCE:**

Mr. Clifton W. Gray was born on a farm near Sabula, Iowa on May 15, 1921. He spent the early years of his life on the home farm, combining hard work with school. He was a product of the Great Depression, graduating from high school in 1938 and then working on a brother's farm. He entered federal service as an Explosives Operator in the Ammunition Production Facility at Savanna Ordnance Depot in May 1941. After working for two plus years as an Explosives Operator, Mr. Gray attended Ammunition Inspector School (AIS) at Delaware Ordnance Depot. Along with completion of Ammunition Inspector training he entered the Ammunition Inspector Career Program – the oldest civilian career program in the US Army. As an Ammunition Inspector, Mr. Gray was part of a mandatory mobility career program that provides civilian ammunition expertise to worldwide locations. Following completion of classroom and on-the-job training, he was assigned to Savanna Ordnance Depot as an Ammunition Inspector.

Mr. Gray was first assigned overseas in 1946 when he was transferred to Okinawa, Japan. During this tour, Mr. Gray was among the first Department of Army civilians on Okinawa and the Philippines after the end of World War II. Mr. Gray made significant contributions to the wide-spread clean-up of ammunition and explosives after World War II.

During the next 33 years, Mr. Gray held progressively more responsible positions at duty locations in the United States, France, Germany, Japan, Korea and Vietnam. During this time, Mr. Gray served as an Ammunition Inspector and later a Quality Assurance Specialist (Ammunition Surveillance) (QASAS). Mr. Gray served as the Deputy Chief or Chief of all assigned Ammunition Surveillance or Quality Assurance organizations for the last 28 years of his career.

Mr. Gray was reassigned to Savanna Ordnance Depot (SOD) following his year on Okinawa and served there until 1949. The primary mission at SOD was the storage, production, renovation and demilitarization of conventional ammunition. Mr. Gray played a key role in ensuring that all operations were conducted to standard and that all operations were conducted safely. Mr. Gray had primary responsibility for monitoring both explosives and industrial safety for all explosives operations. Mr. Gray also played a key role in determining the serviceability of the conventional ammunition stockpile.

In 1949, Mr. Gray was assigned to Seneca Ordnance Depot, Romulus, NY as an Ammunition Surveillance Branch Chief. Mr. Gray spent the next three years working primarily conventional ammunition. At this time, Mr. Gray began his 31 year run as a supervisory Ammunition Inspector and QASAS. Mr. Gray was an exceptional leader and trainer. Mr. Gray had high personal expectations, standards, and values and expected the same of his subordinates. Mr. Gray led by example, and his example was one worth following.

Throughout the 1950's and 1960's, Mr. Gray continued to perform in an outstanding manner. During this time period, he led the Ammunition Surveillance efforts at numerous organizations worldwide. His diverse assignments included Black Hills Ordnance Depot, Igloo, SD; Captieux Ordnance Depot, Captieux, France; Blue Grass Ordnance Depot, Richmond, KY; Ikego Ordnance Depot, Japan; Letterkenny Ordnance Depot, Chambersburg, PA; Black Hills Army Depot (second tour), Igloo, SD; Camp Howard, Korea; HQ, Eighth US Army, Seoul, Korea; and Pueblo Army Depot, Pueblo, CO. Mr. Gray performed in an outstanding manner at each of these assignments – always leading by example and mentoring younger Ammunition Inspectors/QASAS. Outstanding performance is evidenced by the absence of any significant explosives safety related accident at any of these locations during his tenure.

Mr. Gray's assignment to 1st Logistics Command, Long Binh, Vietnam exemplified his earlier contributions. In this assignment, he established command policy and direction to all QASAS in Vietnam. Always a "hands-on" leader, Mr Gray travelled extensively throughout Vietnam; conducting numerous ammunition malfunction investigations, conducting first hand inspections of the ammunition stockpile and providing career counseling to the widely dispersed QASAS workforce. Mr. Gray flew on any and all available fixed-wing and rotary aircraft in order to get near or on the front lines to conduct these varied operations.

During the 1970's, Mr. Gray's status as a senior leader within the ordnance community was widely recognized. The professional opportunities afforded Clif were commensurate with this status. Following his return from Vietnam, Mr. Gray was assigned as Director, Quality Assurance, Umatilla Ordnance Depot, Hermiston, OR. Over the course of the next two years, Mr. Gray was responsible for the Ammunition Surveillance Program for a stockpile that included conventional ammunition, toxic chemical munitions and guided missiles.

In the summer of 1972, Mr. Gray was transferred to Miesau Army Depot, Miesau, Germany where he was the Director, Ammunition Surveillance until 1977. At the time, Miesau Army Depot was the free world's largest ammunition storage depot outside the continental United States. Mr. Gray planned and directed all ammunition surveillance activities for over 200,000 tons of conventional ammunition stored at Miesau Army Depot. He also directed surveillance activities relating to receipt and issue of more than 60,000 tons per year and the turn-in of thousands of lots of conventional ammunition in varying states of serviceability as tactical units throughout US Army Europe downloaded basic loads. All this was done during a period of austere resource availability and high level concern for ammunition matters. These matters notwithstanding, Mr. Gray ensured that the professional standards were never compromised. Mr. Gray established himself as a professional without peer. He set the highest standards for himself and his subordinates and allowed nothing to stand in the way of their attainment. His personal courage and integrity, professional abilities and total dedication to the organization and its mission resulted in outstanding achievements under extraordinarily trying conditions.

Mr. Gray reorganized the Directorate for Ammunition Surveillance, implementing in vast improvements during the inspection and test of conventional and guided missile ammunition. These improvements enabled the directorate to perform more economically and efficiently in all aspects of the Quality Assurance mission and improved the ammunition readiness posture throughout the US Army Europe and 7<sup>th</sup> Army (USAREUR).

Operation Download resulted in thousands of tons of conventional ammunition in various conditions of serviceability and standards of packing to be received at Miesau Army Depot. Through Mr. Gray's leadership and coordination with other USAREUR activities, the downloaded ammunition was received, processed and stored in an efficient manner with minimal problems.

Under Mr. Gray's direction and guidance, the Directorate for Ammunition Surveillance was continuously active in cost reduction and suggestion programs. In this, the directorate always led the 60<sup>th</sup> Ordnance Group activities in meeting the established goals for these programs. The suggestions submitted by the Directorate for Ammunition Surveillance local national (LN) employees alone were normally enough to meet the goal for the entire depot. Mr. Gray's duty performance was characterized by high standards of professionalism.

Clif was a pioneer in the use of automated data systems. He developed numerous program applications involving inspections, tests, suspensions and overall management of ammunition to improve the assessment of the quality and serviceability of ammunition throughout USAREUR. For the remainder of his career, Clif took great pride in using automation to his advantage – he spent hours gleaning information from this data. Of specific merit was his ability to design specialized queries that presented information in the most meaningful manner.

During his time at Miesau, Mr. Gray mentored and trained numerous QASAS who would go on to high levels of achievement in Army logistics including at least one future SES and multiple QASAS who attained the GS-14 level. One of Mr. Gray's most significant contributions to Army logistics and ammunition surveillance was the influence he had on hundreds of young and newly hired QASAS and ammunition management personnel.

From August 1977 until his retirement in January 1980, Mr. Gray was the Chief, Ammunition Surveillance, Pueblo Depot Activity (PUDA), Pueblo, CO. Mr. Gray fulfilled all assigned mission responsibilities in an exemplary manner during this assignment to PUDA. Although performing under adverse conditions due to severe shortage of QASAS, his responsiveness and high quality performance benefited the Army ammunition logistics and materiel readiness programs. His performance served as an outstanding example for all personnel to emulate. His superior leadership and management ability resulted in a vast improvement in the ammunition quality program. His foresight and ingenuity resulted in advancements in the total ammunition logistics program. These qualities, combined with initiative, perseverance, and a demonstrated

devotion to duty resulted in increased efficiency and cost effectiveness. Mr. Gray continuously demonstrated an exceptionally high degree of ingenuity, initiative, and professionalism as well as outstanding ammunition knowledge and managerial skills in the achievement of assigned mission responsibilities.

Significant accomplishments during this period attest to the leadership. A unique relationship existed between the supply and surveillance organizations. Personnel turbulence resulting from “CONCISE” actions, coupled with a less experienced ammunition workforce, caused Mr. Gray to direct that the “traditional” boundaries of surveillance responsibilities be expanded to include areas not generally considered within the scope of the surveillance program.

Identification of inventory and stock location discrepancies and support of the ammunition supply element in performance of their materiel management functions was accomplished on an “assistance” basis. Improvement efforts were not limited to improvement in the surveillance program but rather were directed towards the overall ammunition supply mission. Improvement in the mission that occurred during his tenure was largely attributable to his dedication and leadership.

Surveillance inspection backlog on 8 November 1977 consisted of 1367 lots of conventional ammunition and 1900 serially numbered guided missiles. This backlog was reduced by 954 lots of conventional ammunition and 1525 guided missiles by 1 January 1988 by record review and purification. The inspection backlog was subsequently eliminated during Mr. Gray’s tenure. Surveillance operations were rated as commendable during Surety and Operational Inspections (SOI) conducted in 1978 and 1979. The SOIs evaluated the logistics, safety, security, and surveillance of the toxic chemical-filled munitions.

Under his leadership, a HQDA directed review of ammunition operations conducted by a team from Defense Ammunition Center and School determined that previously noted materiel management and quality assurance problem areas had been addressed and appropriate corrective measures had been identified and provided to operating officials by the Surveillance Division. The review team also determined that the surveillance workforce was highly motivated and effective.

## **SYNOPSIS OF SIGNIFICANT CONTRIBUTIONS TO THE ORDNANCE CORPS**

Throughout his long career, Mr. Gray’s duty performance was characterized by high standards of professionalism. He demonstrated exceptional managerial and technical proficiency. He was always alert to changing requirements and anticipated problem areas, providing remedial action prior to occurrence. He constantly strived to improve the ammunition surveillance and quality assurance programs for class V materials and maintained the highest standards not only for himself but also for his subordinates. His dedication, professionalism, and integrity were of the highest degree predicated nothing but outstanding results. Mr. Gray’s dedication to duty was

exemplified by his outstanding sick leave record. Mr. Gray completed over 30 consecutive years of service without taking a single hour of sick leave.

Clif Gray's impact on Army Ordnance did not end with his retirement in 1980. All of his peers and most of his former subordinates are now retired but his direct impact is still visible through family members who followed him into lifelong careers in Army Ordnance. Two of Clif's sons are now senior QASAS assigned to HQ, US Central Command as the US Army Joint Munitions Command Senior Command Representative and HQ, US Army Europe and Seventh Army as the senior QASAS for the command. Clif's niece, works as an ammunition logistician at HQ, US Army Joint Munitions Command and his nephew recently retired after a career focused on design, testing and fielding of improved ammunition packaging. His legacy lives on today through the many ammunition logisticians that he worked with, supervised and mentored throughout his career.